

STAT

Chief/Support School

6 July 1966

Chief/Management Training Faculty

Comments on Fuchs Report on the Pilot Project

1. I consider this a generally favorable report although it is necessarily inconclusive for several reasons. It is probably too early to observe noteworthy results. It may be that measurable change will never appear. It should be noted also that this report represents the views of the top people only.

2. The lack of enthusiasm toward Phase II is disappointing since this is where the learning has to be applied to the actual work situation.

3. I concur that a factual presentation rather than recommendations was appropriate for this report. Higher levels can study the evidence and form their own conclusions.

4. Note that the actual costs (consultants and material) were \$17,000 as compared with the original estimate of \$25,000. Inclusion of people's time seems to distort the actual cost to the Agency.

5. Tab D offers specific comments by the senior people of the Office of Finance. These comments show considerable variation in degree of acceptance and insight.

6. I shall prepare a MTF report on this project and hope to have it finished by 1 August. It will include statistical data showing comparisons of Agency and industrial norms and will include the results of an opinion poll sent to all participants. In this report we shall comment further on Mr. Fuchs' report.

7. We have identified a number of mistakes that were made in the conduct of the Pilot Project. We have learned many lessons, and these will be spelled out in our report so that the mistakes can be avoided if there are to be additional pilot projects.

note: oriented toward problem solving.

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